

2018 State of WA Employee Engagement Survey Insights and Results



HR Managers Presentation – March 6, 2019

2018 State of WA Employee Engagement Survey

History

Survey conducted every two years from 2006 to 2013, annually thereafter

2018 = 10th Survey

Population

Over 63,000 employees sent survey

77 agencies participated (98.6% of workforce)

Open from Oct. 3 to Oct. 31 to executive branch employees

Questions

Composed of 27 questions:

21 perception

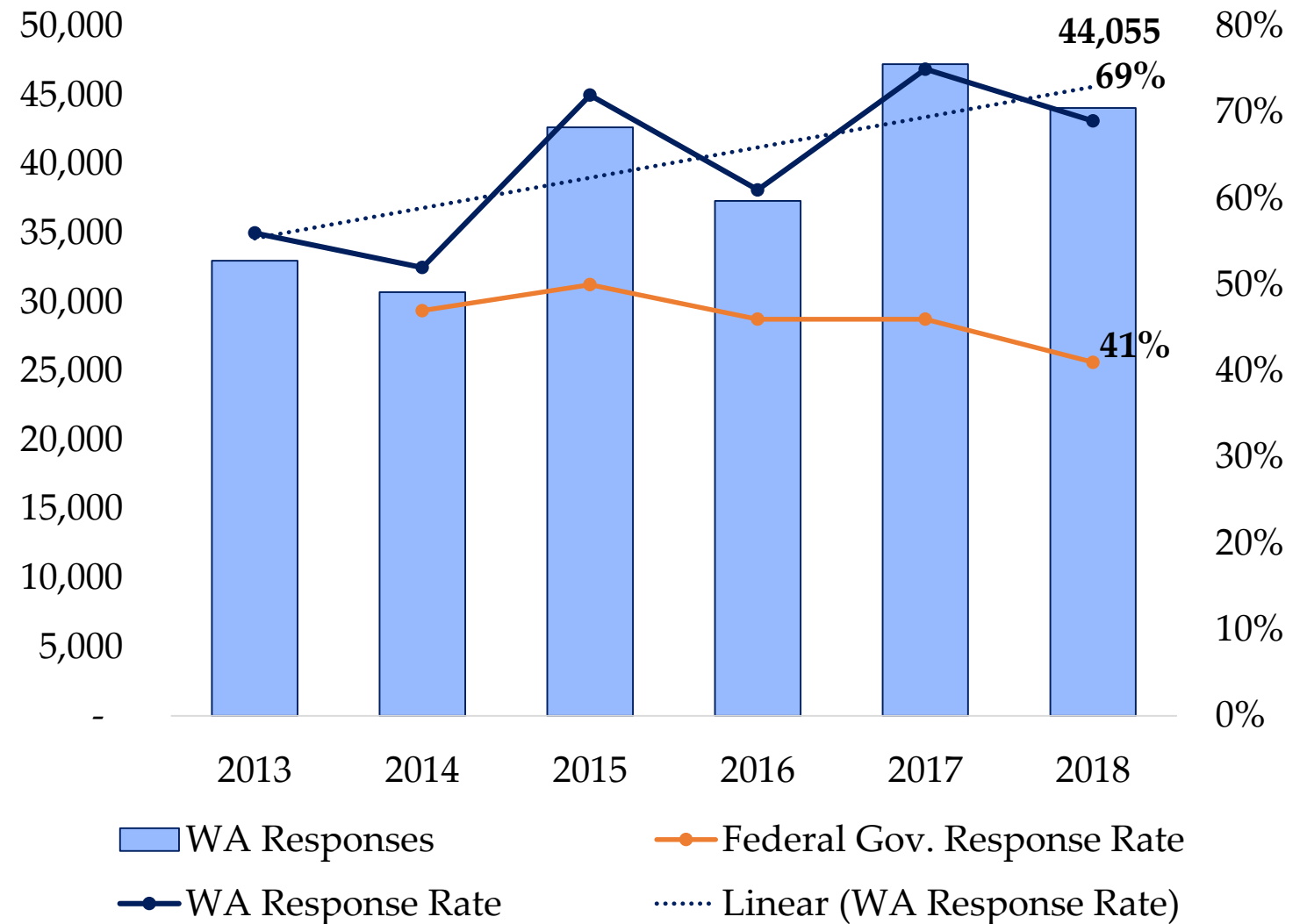
5 demographic

1 supplemental

Agencies have option to add additional questions to their survey

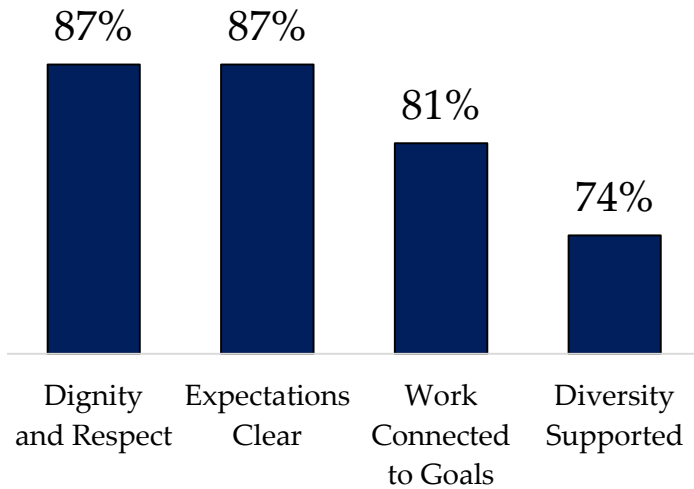
2018 Employee Engagement Survey Participation

- 44,055 employees responded, representing **69 percent** of the executive branch workforce
- **2nd** highest number of respondents in survey history
- Participation has continued **trending positive** since 2013
- Nearly **30 percent higher** response rate than federal government



2018 Survey Highlights

Top-Scoring Areas



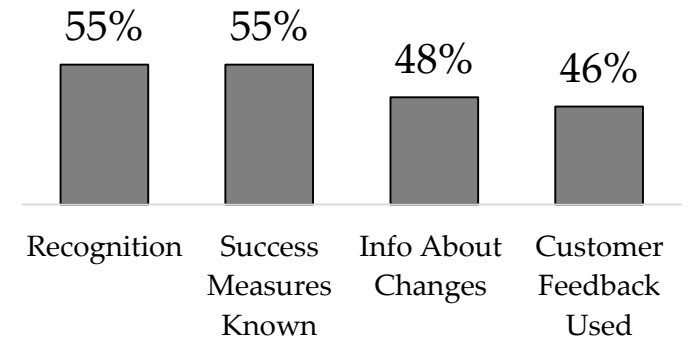
Positive Trends

- (Q7) Dignity and Respect +1%
- (Q13) Diversity Supported +1%
- (Q22b) Mobility Satisfaction +2%

Engagement Outcomes Remain Strong



Low-Scoring Areas



Key Declines

- (Q1) Input on Decisions -2%
- (Q5) Learning and Growth Opportunities -2%
- (Q14) Receiving Info About Changes -2%

7 REASONS

EMPLOYEE SURVEY SCORES MAY GO DOWN



HEARING FROM DIFFERENT PEOPLE

Large fluctuations in response rates may indicate we're not hearing from the same employees year over year.



CHANGING EMPLOYEE EXPECTATIONS

This is a good thing! We've told employees to expect more from their employers. Now we work to deliver on that promise.



NOT ENOUGH COMMUNICATION

It's not only the change itself, but also the *communication* about the change that matters. Communicate early and often, especially during times of uncertainty.



REGRESSION TO THE MEAN

2017 was a record-high year for the state and many agencies. Our current scores are largely consistent with longer-term trends.



INFLUENCE OF LARGE PLAYERS

Large agencies (or divisions) can have a big impact on overall scores due to their sheer size. Dig deeper to understand trends.



ORGANIZATIONAL CHANGE

Leadership and organizational changes can be difficult for employees.



ACTION PLANNING TAKES TIME

Engagement strategies often involve culture change, which takes time. Be patient. Use the survey as a pulse check.

What motivates people?



Extrinsic motivators



Compliance



Intrinsic motivators



Engagement

A Model of Intrinsic Motivators

RAMP



Purpose



Mastery



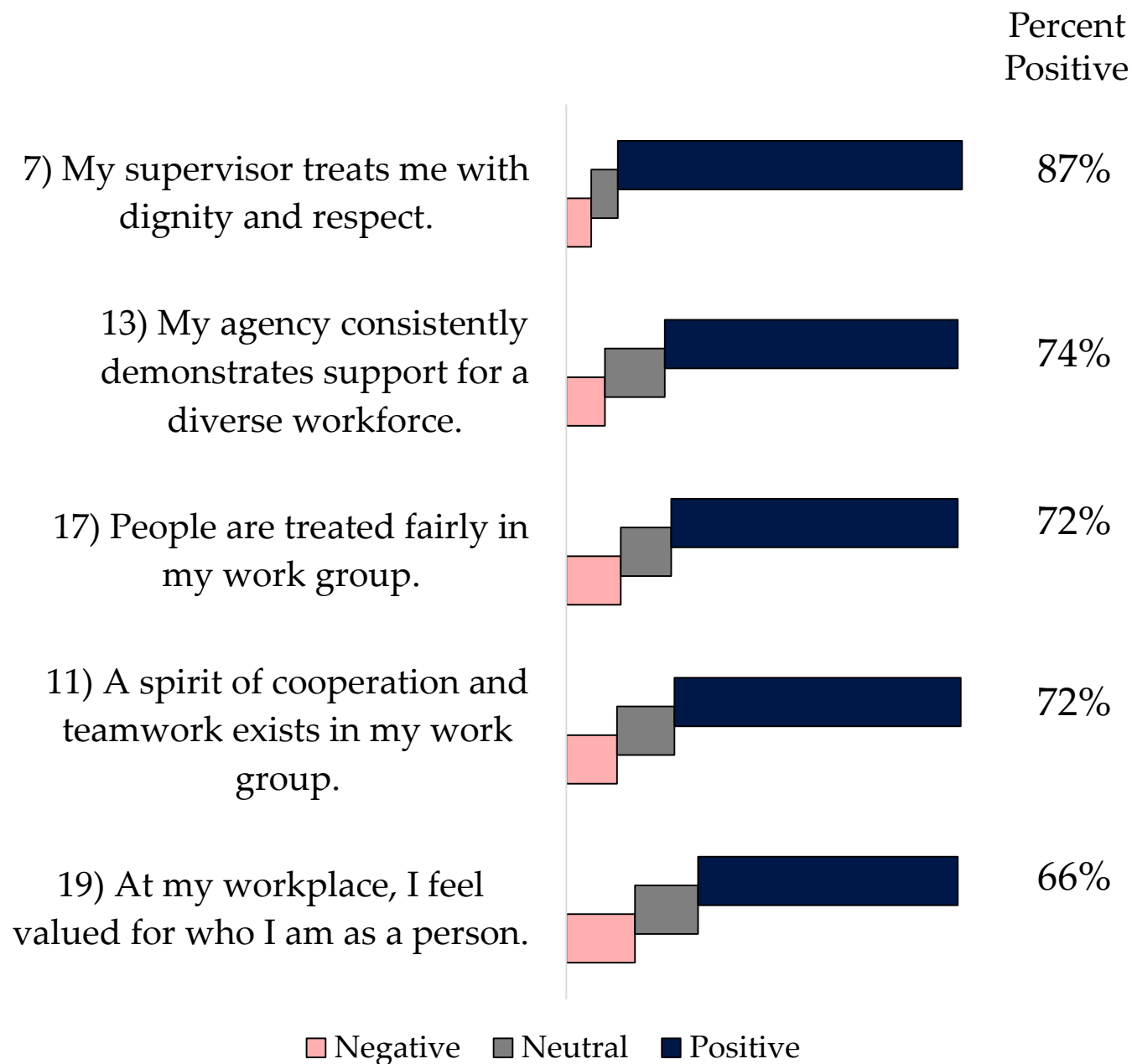
Autonomy

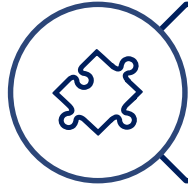


Relationships

Relationships

The intrinsic motivation to be respected and connected.





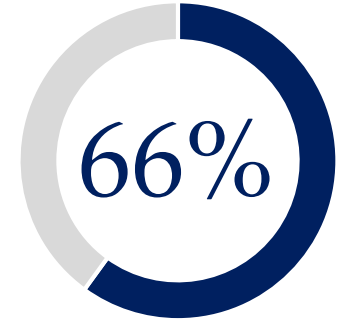
Relationships

Inclusion is VITAL to employee engagement

Inclusion leads to:

- ✓ Increased innovation
- ✓ Higher functioning teams
- ✓ Diversity of thought
- ✓ Commitment to the purpose

Spotlight: *“At my workplace, I feel valued for who I am as a person.”*



29,000 State Employees

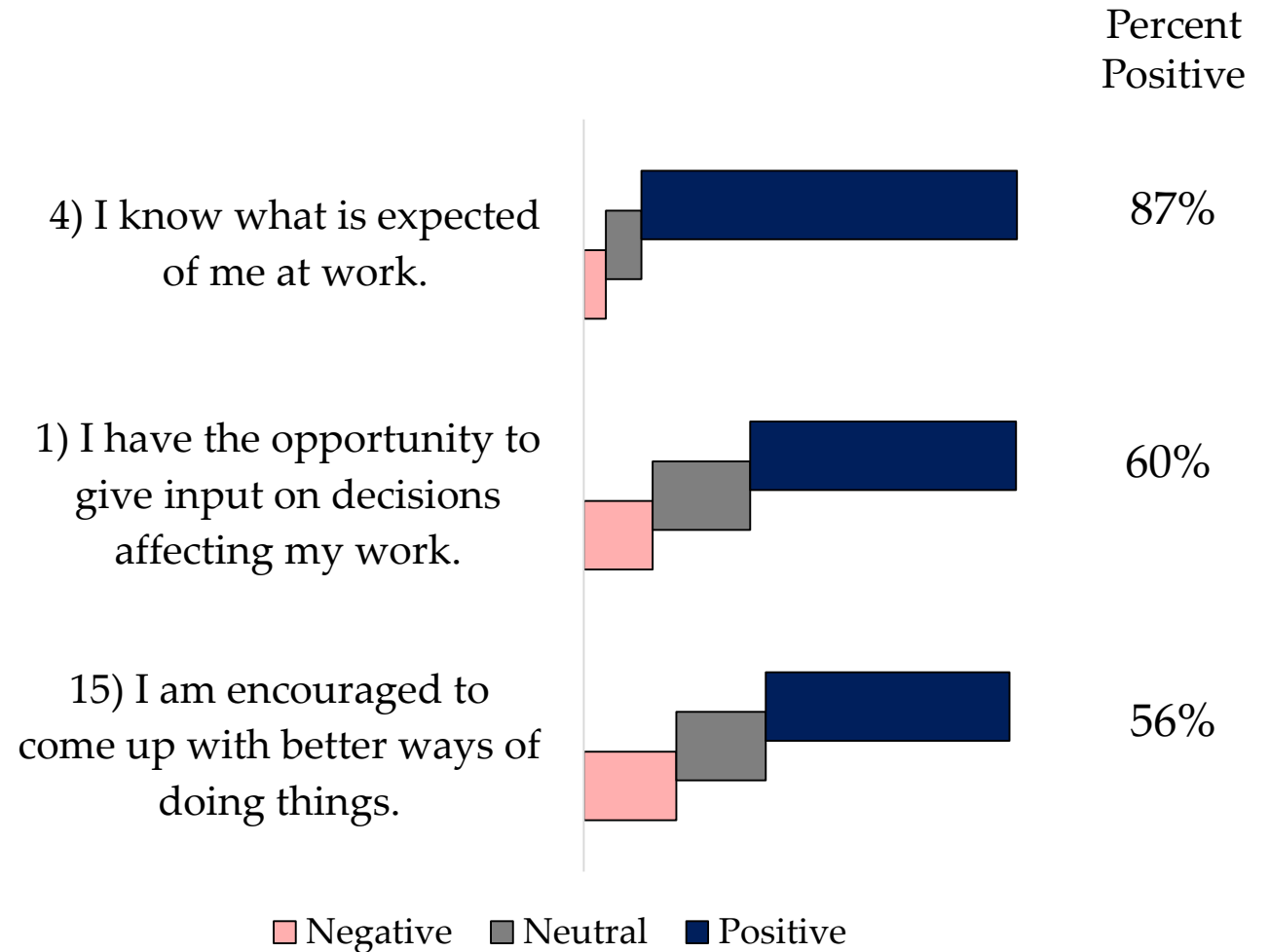
Feeling valued had the strongest connection
to key recruitment and retention indicators





Autonomy

The intrinsic motivation to have freedom and discretion in our work.

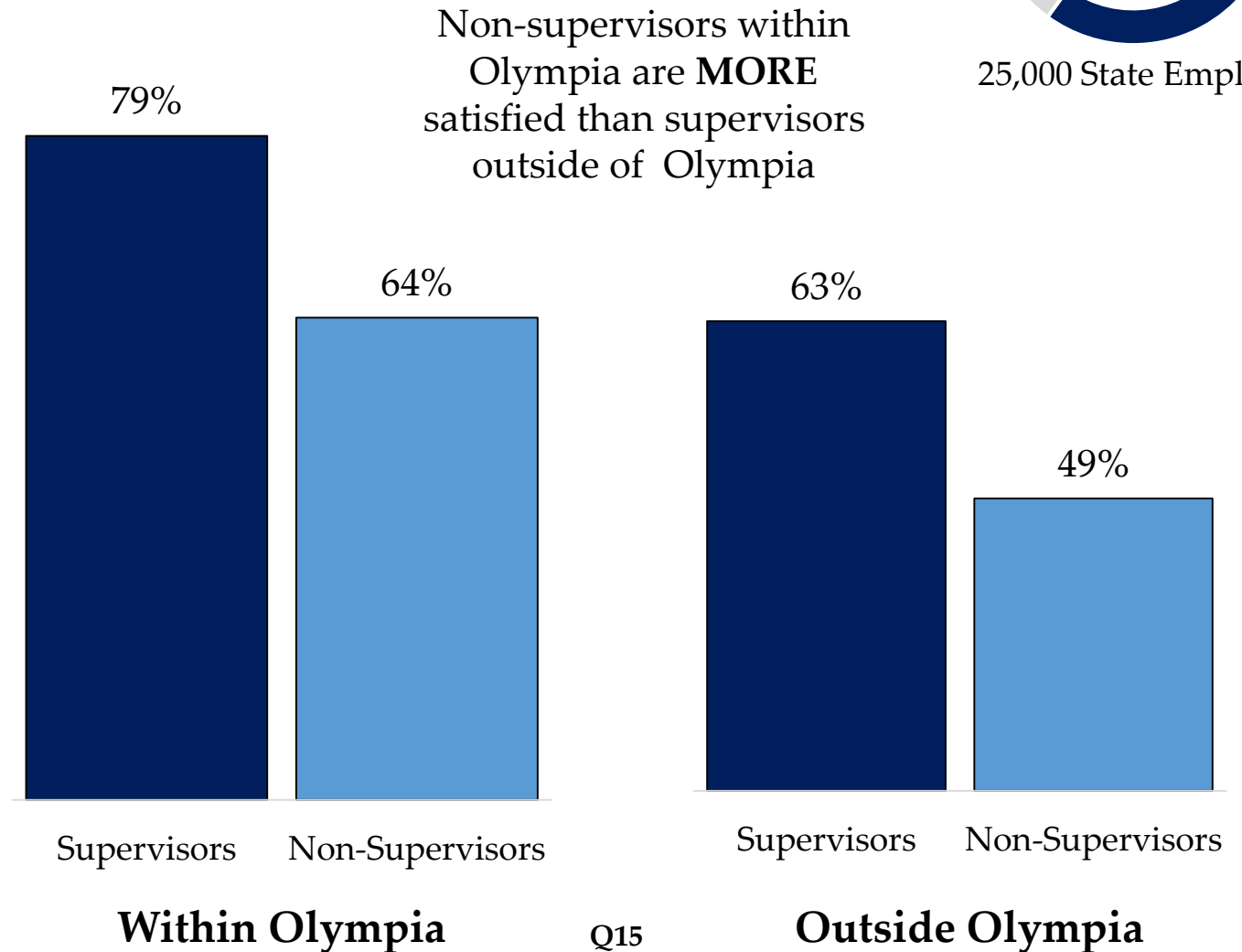
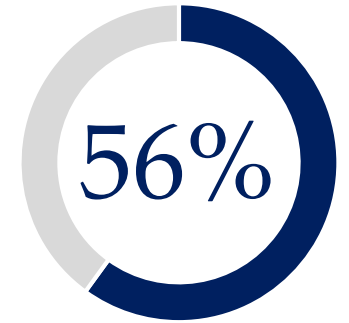


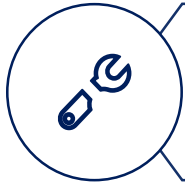


Autonomy

- Consistent focus of Governor Inslee
- 17 agencies improved
- Agencies that improved also saw higher input (Q1) and recognition (Q9) scores

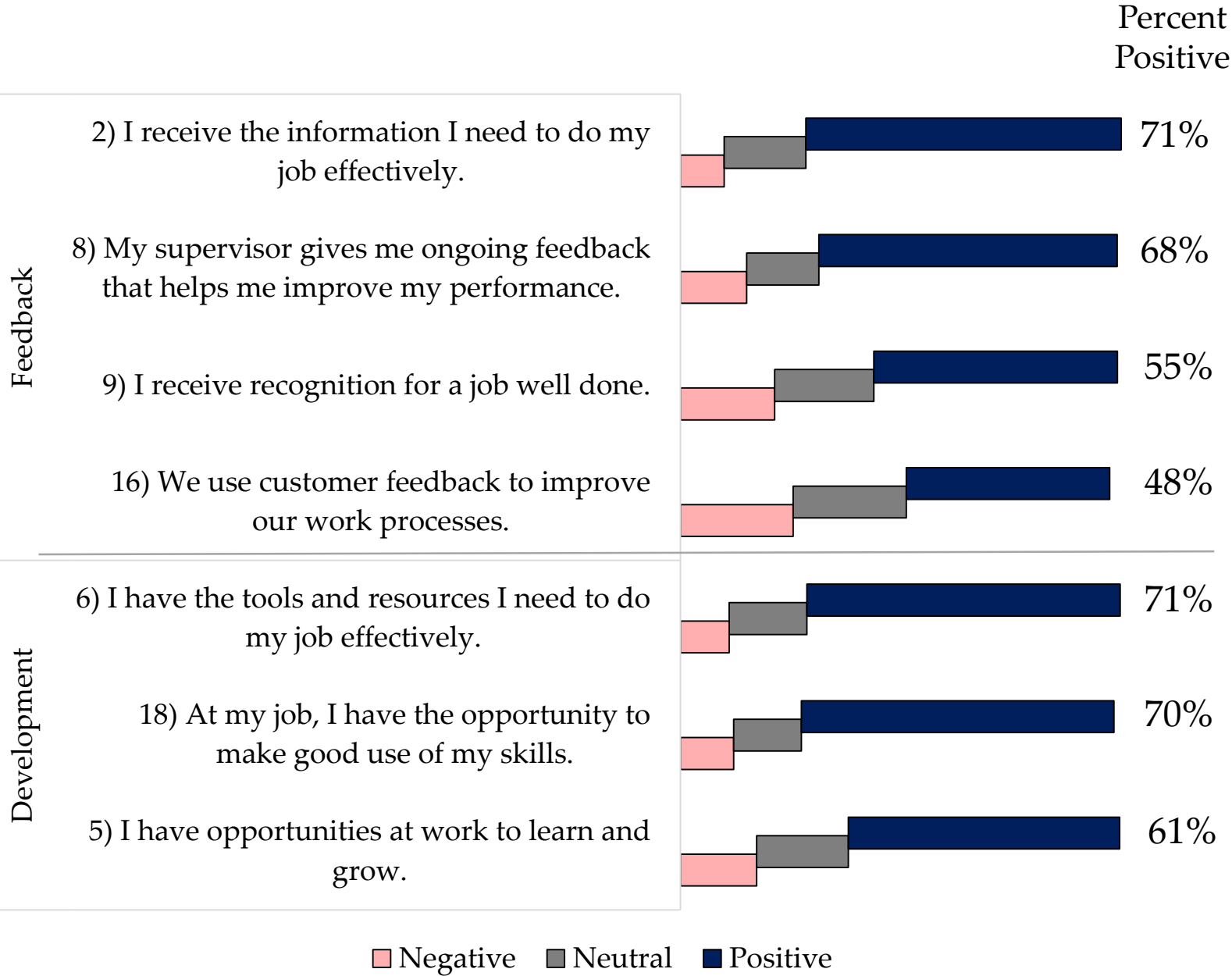
Spotlight: *"I am encouraged to come up with better ways of doing things."*

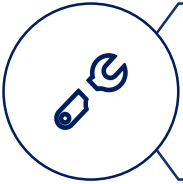




Mastery

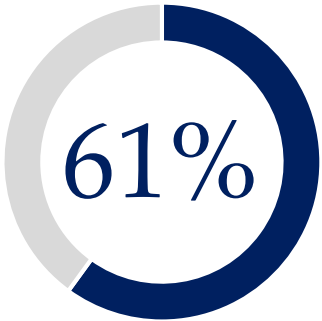
The intrinsic motivation to learn, progress, and develop skills.





Mastery

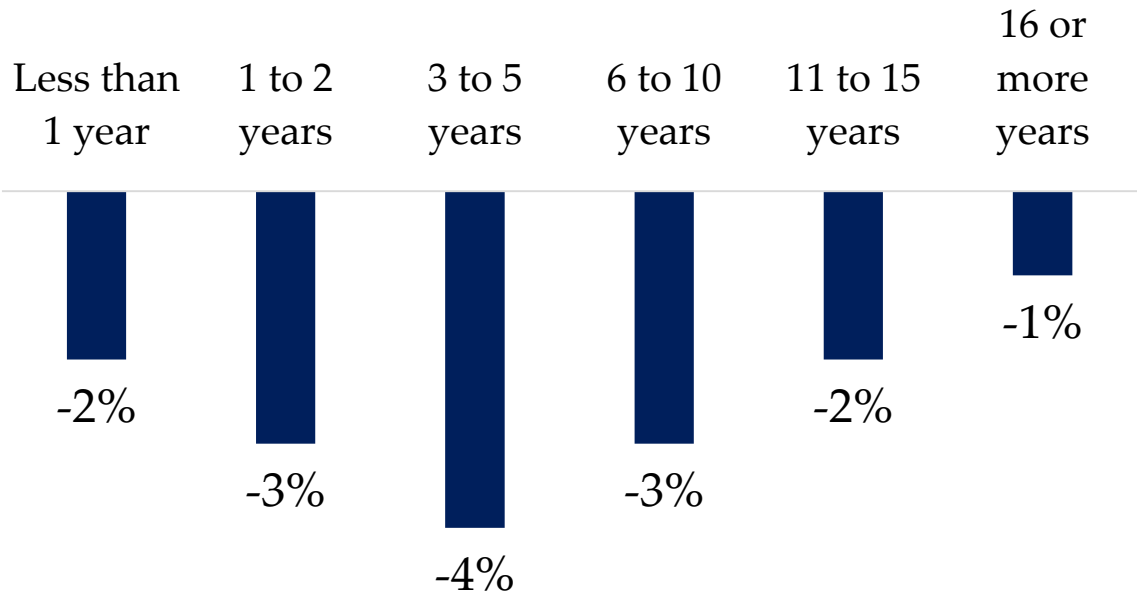
Spotlight: *“I have opportunities at work to learn and grow.”*

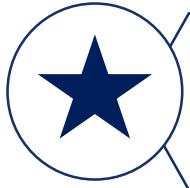


27,000 State Employees

- Consistently named as a top desirable in recruitment and retention surveys
- Strong connection between agencies with increasing learning and growth scores and job satisfaction

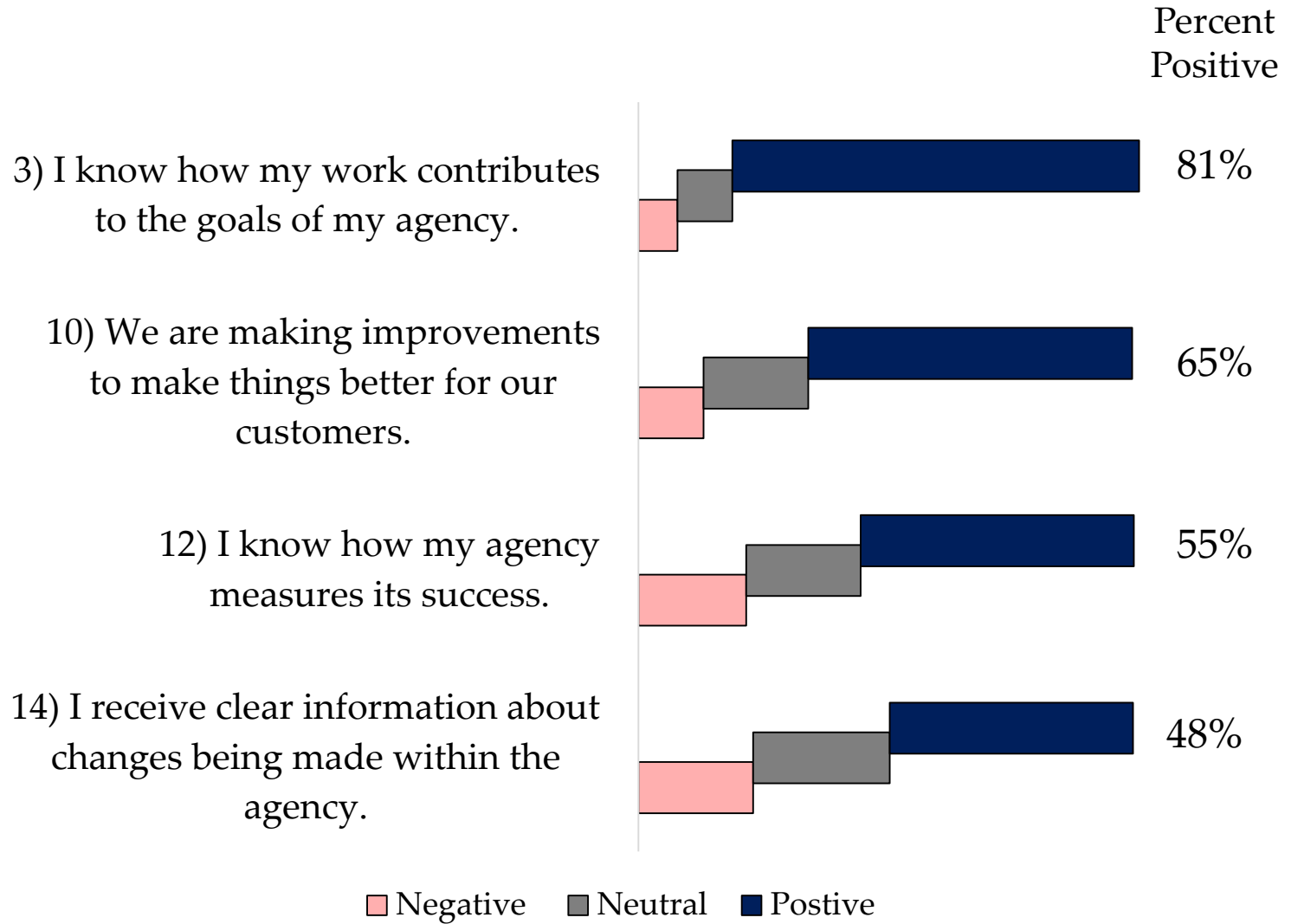
Satisfaction with learning and growth opportunities declines most with employees at the 3 to 5 year mark of state tenure





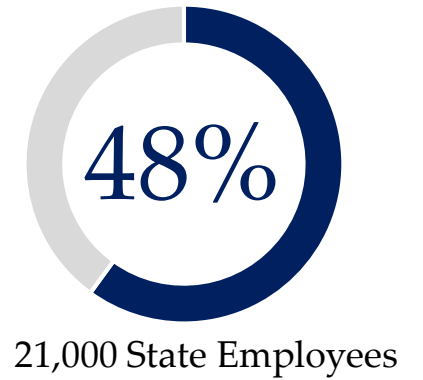
Purpose

*The intrinsic motivation
for meaningful work.*

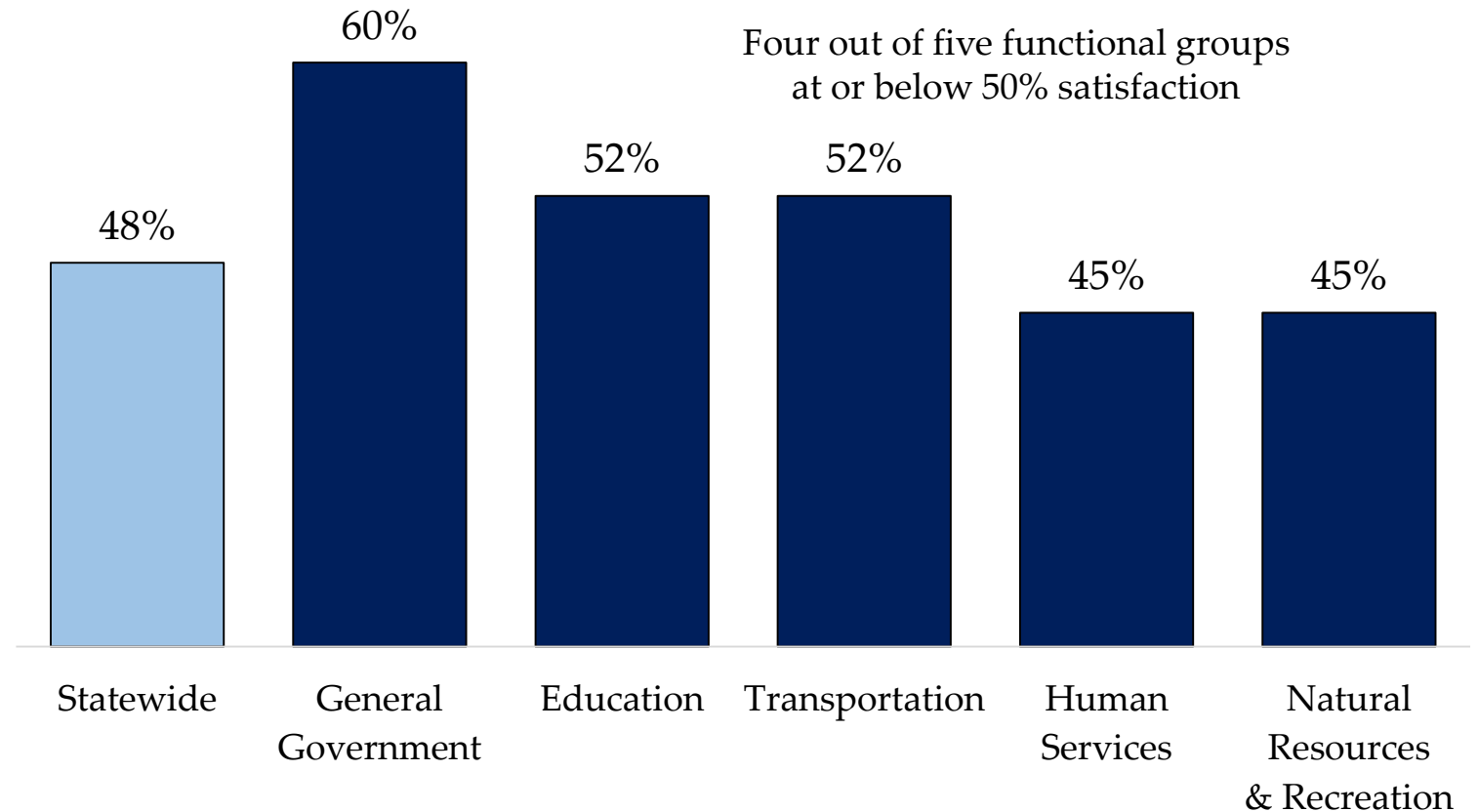


★ Purpose

Spotlight:
"I receive clear information about changes being made within the agency."

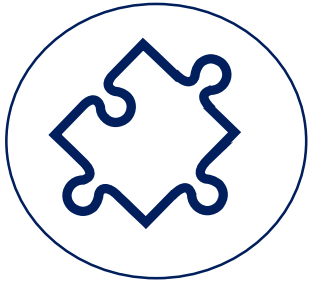


- Top focus area in survey identified by agencies for improvement (HRMR)
- The better the agency improved on communicating changes, the better the job satisfaction improvement ($r = .7$)



Summary and Strategies

Relationships



Employees that feel valued for who they are at work can be a major contributor to increasing employee engagement.

Strategies

- Employee Engagement Action Teams
- Support DEI efforts
- Promote collaboration
- Open houses

Autonomy

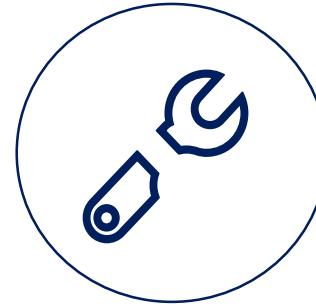


Employees want to feel their voice is trusted and respected in their work at all levels and in all locations.

Strategies

- Clear position descriptions
- Group improvement efforts
- Reach out to all employees for ideas

Mastery

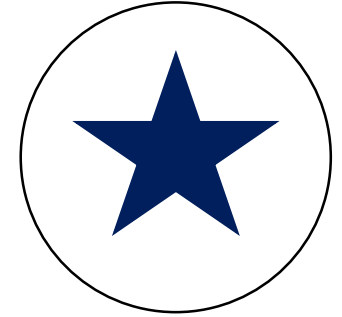


Invest in and support employees and you could be rewarded with higher employee job satisfaction.

Strategies

- Invest in training
- Continuous feedback
- Utilize peer learning
- Career maps

Purpose



State employees have a great story to tell. On that journey, make sure changes are clearly communicated.

Strategies

- Consistent communication
- Diversify methods
- Listening tours
- Town halls

Questions?

Comments?

Improvement ideas?

OFM

OFFICE OF FINANCIAL MANAGEMENT

FOR MORE INFORMATION:

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